

The Y Factor

Principles, priorities and perspectives
have changed over generations,
shows a global survey
on work culture



SILENT GENERATION
(1922-1945)

- Stable families
- Rise of labour unions
- Radio
- Talkies

An obligation

Individual

A job well done

Kept separate

The company

Traditional 9 to 5
working hours

- Adherence to rules
- Dedication and sacrifice
- Hard work
- Respect for authority
- Patience and conformity
- Delayed rewards



BABY BOOMERS
(1946-1960)

- Political assassinations
- Prosperity, suburban life
- Television
- Cold War/ nuclear threats
- Rights for minorities and immigrants
- Women's rights

An adventure

Teams

A title

Unbalanced

The company
and self

Emphasis on time
with top management

- Personal growth and social involvement
- Optimism and team orientation
- Personal gratification
- Health



GEN X
(1961-1980)

- Economic inaction
- Increasing poverty
- Divorce, working mothers
- Ethnic diversity
- Computers
- Aids
- MTV

A challenge

Entrepreneurial

Freedom

Balanced

People

Hours don't matter
to get a job done

- Self-reliance and pragmatism
- Common sense
- Diversity, global thinking
- Balance
- Techno-literacy
- Fun and cynicism



GEN Y
(1981-2000)

- TV talk shows
- Economic prosperity
- Multiculturalism
- School violence
- Internet and unprecedented mobility

A fulfilment

Participative

Meaningful work

Balanced

Self and professional
advocacy

Uses technology to
challenge schedule

- Sociability
- Morality
- Optimism
- Civic duty
- Confidence
- Achievement

DEFINING
MOMENTS

WORK IS...

INTERACTIONS

REWARDED BY...

WORK & FAMILY

LOYAL TO...

TIME & WORK

VALUES

Compiled by

Chitra Narayanan

GRAPHIC: SAJEEV KUMARAPURAM

Source: Kelly Global
Workforce Index 2012